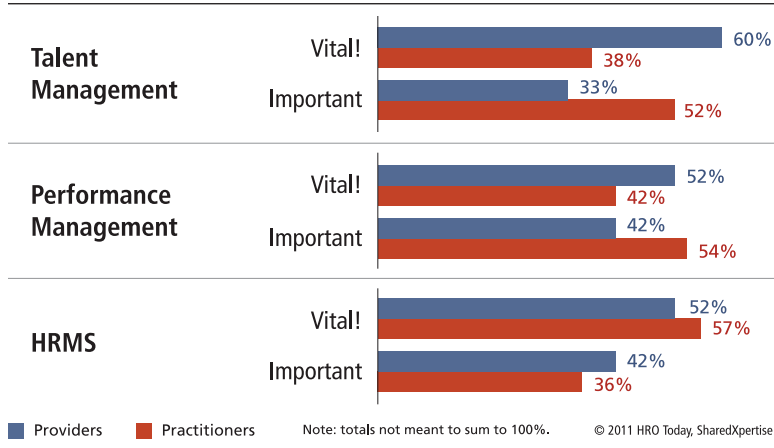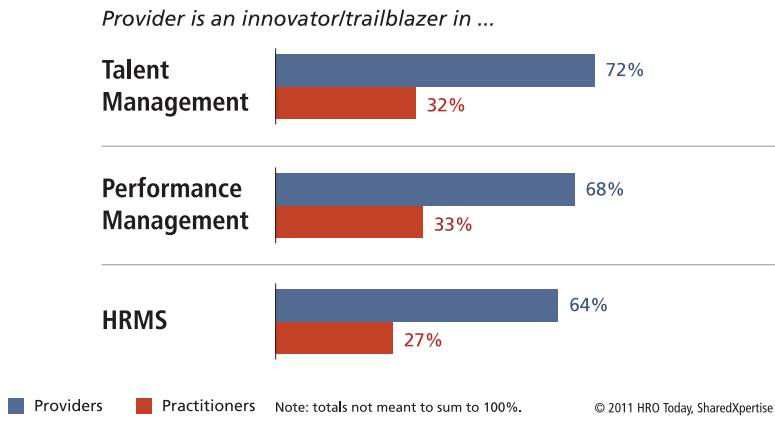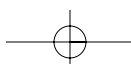## How important is technology innovation?

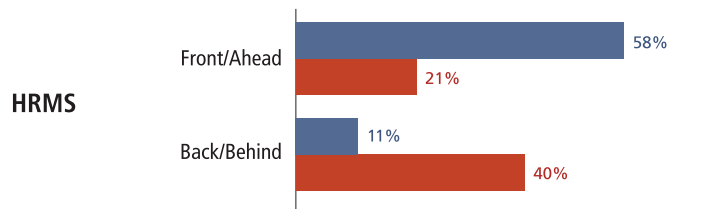**Talent Management**
- Vital! — Providers 60%, Practitioners 38%
- Important — Providers 33%, Practitioners 52%

Performance Management
- Vital! — Providers 52%, Practitioners 42%
- Important — Providers 42%, Practitioners 54%

HRMS
- Vital! — Providers 52%, Practitioners 57%
- Important — Providers 42%, Practitioners 36%

■ Providers   ■ Practitioners   Note: totals not meant to sum to 100%.   © 2011 HRO Today, SharedXpertise

How innovative are providers?

Provider is an innovator/trailblazer in ...

Talent Management
- Providers 72%
- Practitioners 32%

Performance Management
- Providers 68%
- Practitioners 33%

HRMS
- Providers 64%
- Practitioners 27%

■ Providers   ■ Practitioners   Note: totals not meant to sum to 100%.   © 2011 HRO Today, SharedXpertise

Do innovations support HR work, or are they just gadgets?

Talent Management
- Support Work — Providers 70%, Practitioners 20%
- Just Gadgets — Providers 14%, Practitioners 37%

Performance Management
- Support Work — Providers 63%, Practitioners 17%
- Just Gadgets — Providers 10%, Practitioners 42%

HRMS
- Support Work — Providers 71%, Practitioners 25%
- Just Gadgets — Providers 5%, Practitioners 48%

■ Providers   ■ Practitioners   © 2011 HRO Today, SharedXpertise

How advanced is your technology versus others?

Talent Management

Front/Ahead
- 63%
- 27%

Back/Behind
- 14%
- 32%

Performance Management

Front/Ahead
- 58%
- 18%

Back/Behind
- 11%
- 29%

HRMS

Front/Ahead
- 58%
- 21%

Back/Behind
- 11%
- 40%
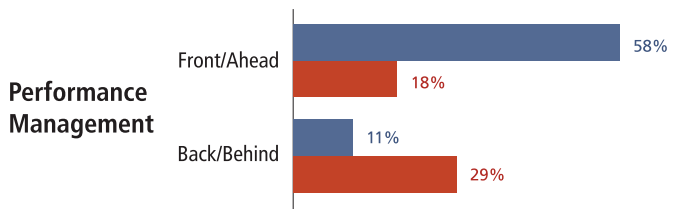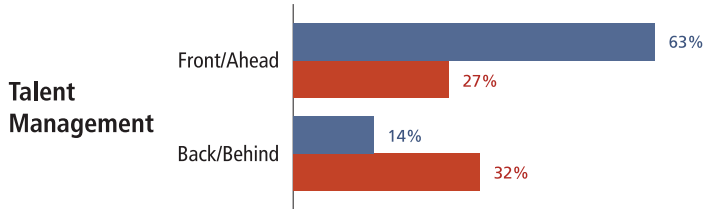
■ Providers   ■ Practitioners   © 2011 HRO Today, SharedXpertise

Do practitioners understand the process of innovation in technology?

Talent Management

Fairly well to completely — 30%
Somewhat — 34%
Little to none — 36%

Performance Management

Fairly well to completely — 24%
Somewhat — 37%
Little to none — 39%

HRMS

Fairly well to completely — 29%
Somewhat — 43%
Little to none — 29%
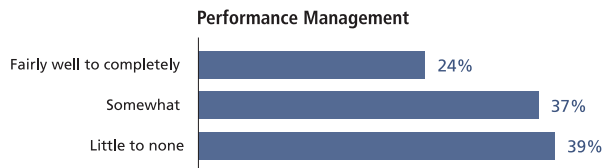
■ Providers   © 2011 HRO Today, SharedXpertise

Do practitioners understand how to use technology to support business strategies and objectives?

Talent Management

Fairly well to completely	26%
Somewhat	47%
Little to none	28%

Performance Management

Fairly well to completely	33%
Somewhat	40%
Little to none	28%

HRMS

Fairly well to completely	49%
Somewhat	28%
Little to none	23%

■ Providers   © 2011 HRO Today, SharedXpertise
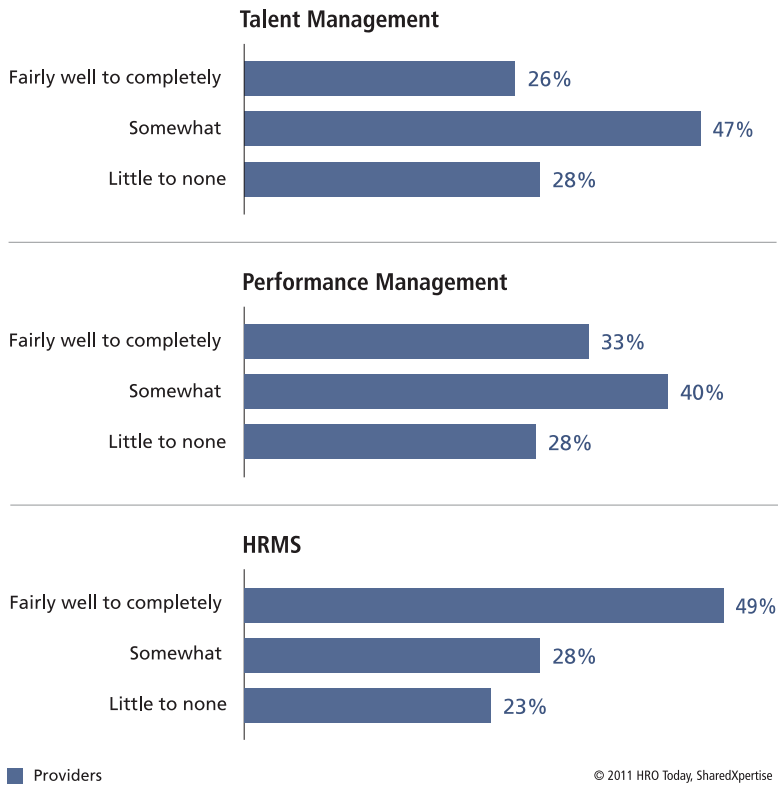
How often do providers consult with practitioners on business strategy/technology alignment?

Talent Management

Often to very often	13%
Regularly	16%
Rarely or never	72%

Performance Management

Often to very often	12%
Regularly	15%
Rarely or never	74%

HRMS

Often to very often	10%
Regularly	17%
Rarely or never	74%

■ Practitioners   © 2011 HRO Today, SharedXpertise
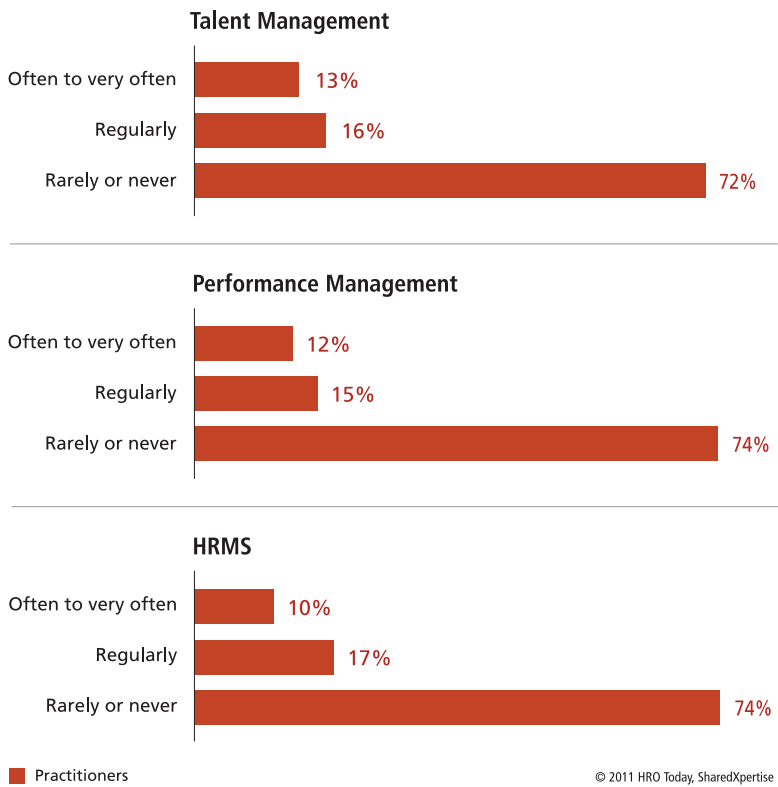
How applicable are innovations to HR work?

Talent Management

	Providers	Practitioners
Very Much	61%	17%
Somewhat	24%	54%
Not much/at all	11%	27%

Performance Management

	Providers	Practitioners
Very Much	69%	17%
Somewhat	17%	55%
Not much/at all	8%	24%

HRMS

	Providers	Practitioners
Very Much	62%	18%
Somewhat	24%	46%
Not much/at all	14%	32%

■ Providers ■ Practitioners   Note: totals not meant to sum to 100%.   © 2011 HRO Today, SharedXpertise

To what extent is the functionality used by all stakeholders in the business?

Talent Management

	Providers	Practitioners
No/Not Really	21%	64%
To Some Extent	32%	14%
A Lot	47%	21%

Performance Management

	Providers	Practitioners
No/Not Really	32%	60%
To Some Extent	21%	24%
A Lot	47%	16%

HRMS

	Providers	Practitioners
No/Not Really	36%	76%
To Some Extent	33%	15%
A Lot	31%	9%

■ Providers ■ Practitioners   Note: totals not meant to sum to 100%.   © 2011 HRO Today, SharedXpertise